

~~SECRET~~  
~~EYES ONLY~~

DD/S 68-5048

23 OCT 1968

MEMORANDUM FOR: ~~Director of Communications~~  
~~Director of Finance~~  
~~Director of Logistics~~  
~~Director of Medical Services~~  
~~Director of Personnel~~  
~~Director of Security~~  
~~Director of Training~~

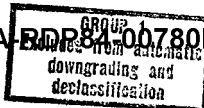
SUBJECT : Maintaining High Quality Level of Personnel

1. Demands on the Central Intelligence Agency require an unusually high level of competence, integrity and dedication to the fulfillment of the Agency's mission. It has been the Agency's policy to recruit only selected individuals and to offer them those opportunities for formal and informal training, promotion, and such permissible benefits as we have been able to devise as will retain their loyalty and expertise for the benefit of the Agency. It follows that the Agency cannot afford to retain personnel who, for one reason or another, do not continue to measure up in terms of performance or overall ability.

2. The personnel evaluation program should serve to accurately record the individual's sustained performance over the years. This is an on-going program, involving our system of fitness reports, periodic competitive promotion reviews, and overall reviews to determine the employee's suitability for conversion from Career-Provisional to Career-Employee status and, for professionals, selection for the Midcareer Executive Development Program and senior training. While it is important to identify those personnel who rank highest in performance, it is equally important for each Career Service to be able to identify those people who rank lowest in performance. This latter category of employee should be the subject of continual remedial action on the part of supervisory and command personnel at all levels. Remedial action may take the form of discussions with the individual to let him know where he stands, transfer to a more suitable position, further training, downgrading or separation actions.

3. Some of the Support Career Services already have mechanisms for inverse ranking of employees. Standards and procedures for identifying less-than-effective-employees must be determined by each Career Service and possibly subordinate elements within the Career Service structure. Procedures should be

~~EYES ONLY~~  
~~SECRET~~



SECRET

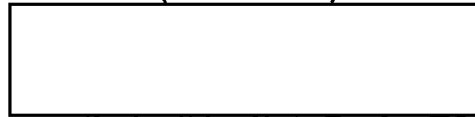
Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070022-8

EYES ONLY

-2-

meaningful and valid for the individual Career Service and must be applied on an equitable basis. Use of existing mechanisms or the creation of special-ranking panels would be appropriate. The review should take into consideration the individual's length of time in grade, fitness reports, and any other information available related to his suitability, effectiveness and potential. The real purpose of this review is to find out how well the employee is functioning in his job and whether his performance is at an acceptable level within the overall Career Service demands and the standards established for the Career Service.

4. If your Career Service has not already conducted reviews of personnel at various grade levels to arrive at an inverse ranking, please initiate such reviews as soon as possible to clearly identify the bottom 10%. I would like to be able to discuss the results of your review with you on or about 2 December 1968.



R. L. Bannerman  
Deputy Director  
for Support

cc: Support Career Service

EYES ONLY

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070022-8

SECRET

**SECRET**  
**EYES ONLY**

-2-

meaningful and valid for the individual Career Service and must be applied on an equitable basis. Use of existing mechanisms or the creation of special-ranking panels would be appropriate. The review should take into consideration the individual's length of time in grade, fitness reports, and any other information available related to his suitability, effectiveness and potential. The real purpose of this review is to find out how well the employee is functioning in his job and whether his performance is at an acceptable level within the overall Career Service demands and the standards established for the Career Service.

4. If your Career Service has not already conducted reviews of personnel at various grade levels to arrive at an inverse ranking, please initiate such reviews as soon as possible to clearly identify the bottom 10%. I would like to be able to discuss the results of your review with you on or about 2 December 1968.

SIGNED R. L. Bannerman  
R. L. Bannerman  
Deputy Director  
for Support

cc: Support Career Service

SA-DD/S:RBW:dlk (21 Oct 68)

Distribution:

Orig - D/CO

1 - Ea other adse

1 - DD/S Subject w/background (68-3924, 68-3863, 68-3864)

1 - DD/S Chrono *ref*

ILLEGIB

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070022-8

ILLEGIB

Next 3 Page(s) In Document Exempt

Approved For Release 2003/04/29 : CIA-RDP84-00780R002300070022-8

10/30

Mr. Bannerman:

Attached are all copies of  
the memo you recalled.

Miriam

11/21/68 - All cys of DD/S 68-5048,  
except orig and subj cys, have been  
destroyed.  
See revision -- DD/S 68-5728.